DOCUMENT RESUME

ED 163 843 HE 010 586

TITLE	The View from an Inside Closet: Annual Report, 1977-78.
INSTITUTION	Georgia Univ., Athens. Inst. of Higher Education.
PUB DATE	78
NOTE	20p.
AVAILABLE FROM	Institute of Higher Education, University of Georgia, Athens, Georgia 30602
EDRS PRICE	MF-$0.83 HC-$1.67 Plus Postage.
DESCRIPTORS	*Annual Reports; Bibliographies; *College Faculty; *Doctoral Programs; Educational History; *Faculty Development; Higher Education; Internship Programs; *Postsecondary Education As a Field of Study; Seminars; Summer Institutes; Workshops
IDENTIFIERS	*University of Georgia

ABSTRACT

This 1977-78 annual report of the Institute of Higher Education of the University of Georgia discusses teaching duties of the professional staff, the doctoral program in higher education, doctoral internships, workshops held in cooperation with other institutions, the summer scholar seminar, the law conference, faculty development in Georgia, and the research and writing project of the history of higher education in Georgia. A bibliography of publications and research is included. (SW)

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VIEW FROM AN INSIDE CLOSET

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Annual Report for 1977-78

INSTITUTE OF HIGHER EDUCATION
UNIVERSITY OF GEORGIA
ATHENS, GEORGIA

HE 010 526

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THE VIEW FROM AN INSIDE CLOSET: ANNUAL REPORT FOR 1977-1978

An institute is not the worst vantage point from which to observe the many changes that have taken place in higher education over the past 15 years. There has been safety in being removed from the intensity and stress of certain happenings, and there has been ample opportunity to witness events that have been interesting and significant. In many respects, the distance has been optimal -- close enough to observe, and yet not close enough to be mistaken for one of the participants.

In its brief history the Institute of Higher Education has known its ups and downs, its good days and bad -- but there has always been a generous crack in the door to things that really mattered. When the Institute was first established in 1964, it was part of a larger response in a period of incredible growth. Many of the staff's early efforts dealt with an initial charge to help recruit and develop faculty for the public and private colleges in the State of Georgia. Those efforts were joined with no anticipation that "a critical faculty shortage" would be met before the close of the decade. If, in the beginning it was all recruitment and no development, there is irony in the fact that faculty development efforts have been much better received in a period of "glutted job markets" than in a period of rapid expansion.

The series of shock waves that came with student dissent and faculty discontent -- and the financial crisis that has set the tone for much of the 1970s -- did not provide "the living laboratory" it might have. The crack in the door was quite narrow for a period of several years, but the door was never shut completely. Institutional research, the second of the Institute's initial charges, was difficult to reconcile with a doctoral program in higher education, and the function was relinquished in 1970 without sighs or tears.

In fulfilling its third initial charge, "cooperative endeavors" with other educational institutions and agencies, the Institute has had its moments of popularity and high demand. At one stage it obviously became overly committed to the "developing institutions" funded under Title III of the Higher Education Act of 1965. At other times there have been trivial chores and misapplications. But by and large, the Institute has continued to work well and happily with two-year and four-year colleges in its "vicinity" and it has enjoyed a truly fine cooperative relationship with many other educational agencies concerned with the development and continued improvement of higher education in the state and region.

Most of higher education is still in the process of assimilating or accommodating the changes of the past 15 years. The growing pains of the 1960s can still be felt in occasional jabs or shooting sensations. The traumas of student protest can still be found in decisions or choices

that were made in the heated haste of confrontations. And the vestiges of financial setbacks may be with us for years to come.

But sifting through the morass of problems and issues confronting higher education, there are many flecks of optimism to be found in the midst of pessimistic projections and dismal forecasts of future trends and developments. Not the least of these is the distinct possibility that higher education is once again concerned with educational matters; that once again, it is permissable, even popular, to talk about teaching and learning -- to think about teaching and learning in an intellectual or cultural sense.

There is presently a concern for the common knowledge that should be part of every college student's heritage -- and widespread interest in what students study and learn in four years of a college education. There is better recognition that learning and development are complementary processes -- and that both can take place in or out of the classroom. There is a healthy concern with adult development and learning that recognizes those "over thirty" as growing, changing, maturing individuals. But most surprising of all, there is a possibility that teaching itself may be "coming out of the closet." If it can be admitted that teaching is the reason that most faculty members are hired -- and the basis for classes, courses, schedules, and credit -- the grounds for optimism may swell again.

THE PROFESSIONAL STAFF

The Institute staff in 1977-1978 was actively engaged in a variety of activities and functions related to service, instruction, and research. The year was a particularly busy one, and demands for staff services were unusually high. For at least one staff member, it was "the year of the committee" and for others it was a year of "rush and hurry."

The staff consisted of four full-time professionals and two part-time colleagues. Dr. Joseph Hammock, professor of psychology and former vice chancellor for academic development in the University System of Georgia, joined the staff on a one-third basis. Dr. Tom Dyer, who had been a full-time staff member for the previous two years, requested a reduction in his workload to study law. Teaching responsibilities for the formal coursework in the Doctoral Program in Higher Education included:

Development and Scope	Dr. Daniel J. Sorrells
Critical Issues and Problems	"
Academic Programs and Instruction	Dr. Joseph Hammock
Organization and Governance	Dr. Bill D. Feltner
Financial Aspects	"
The Law and Higher Education	Dr. Parker Young
The Two-Year College	"

Other teaching duties included seminars, applied projects, the direction of dissertations, and supervised internships. In its service activities the staff was involved in numerous

workshops, seminars, and informal programs concerned with topical issues and current problems in higher education.

DOCTORAL PROGRAM IN HIGHER EDUCATION

No new courses were added during 1977-1978 and no substantial modifications were made in course content or degree requirements. The doctoral program in higher education now has a total of 22 graduates, two of them receiving their degrees in June. These graduates and the titles of their dissertations are:

Farokhi, Helen Elizabeth.
A STUDY OF THE EFFECTS OF STATE FINANCIAL AID ON THE PRIVATE COLLEGES AND UNIVERSITIES IN THE STATE OF GEORGIA, 1972-1977. Doctoral Dissertation, University of Georgia, 1978.

Redmon, Thomas Edward Raper.
THE EMERGENCE OF POLICY AS AN ORGANIZING CONCEPT FOR ACADEMIC PLANNING AND GOVERNANCE. Doctoral Dissertation, University of Georgia, 1978.

DOCTORAL INTERNSHIPS (DANIEL J. SORRELLS)

Students in the doctoral program are required to complete an internship with a college, university, or non-campus educational organization during one quarter of their academic program. Internships are scheduled near the completion of the students' coursework and have been completed by a total of 40 graduate students. At the present time, 18 institutions or organizations have been involved with one or more interns having been assigned to that institution over the past eight years:

Alabama Commission on Higher Education Montgomery, Alabama (2)

American Association of State Colleges and Universities (AASCU), Washington, D.C. (1)

Armstrong State College Savannah, Georgia (2)

Augusta College Augusta, Georgia (2)

Brenau College Gainesville, Georgia (3)

Brunswick Junior College Brunswick, Georgia (1)

Carson-Newman College Jefferson City, Tennessee (1)

Clayton Junior College Morrow, Georgia (2)

College Entrance Examination Board, Southeastern Region Atlanta, Georgia (2)

Dekalb Community College Clarkston, Georgia (5)

Gainesville Junior College Gainesville, Georgia (6)

Georgia State University Atlanta, Georgia (2)

Kennesaw College Marietta, Georgia (2)

Mars Hill College Mars Hill, North Carolina (5)

Northeastern State College Tahlequah, Oklahoma (1)

Sante Fe Junior College Gainesville, Florida (1)

University of Alabama Tuscaloosa, Alabama (1)

University of Texas Austin, Texas (1)

COOPERATIVE SERVICES

As part of its cooperative arrangements with Title III Institutions, the Institute planned and conducted a variety of workshops and seminars on the campuses of other institutions. On September 7-9, a faculty workshop was conducted on the campus of SOUTH GEORGIA COLLEGE prior to the opening of classes. The workshop dealt with the "Academic Advisement, Values and Needs." In addition to Institute staff, outside consultants for this workshop included:

John W. Harris, Jr.
Assistant Director for Academic Affairs
Tennessee Higher Education Commission

Jane M. Holcombe
Associate Dean of Student Development
Mars Hill College

George Parthemos
Alumni Foundation Distinguished Teaching
Professor
University of Georgia

William E. Troutt
Assistant Project Director
Tennessee Higher Education Commission

On November 17-18, the Institute conducted a workshop on "Improving Administrative Skills and Competencies" for MARS HILL COLLEGE. This workshop was held in Asheville, North Carolina, and outside consultants for the workshop were:

Grady Bogue
Associate Director
Tennessee Higher Education Commission

Arliss Roaden
President
Tennessee Technological University

Joan Stark, Chairperson
Department of Higher Education
Syracuse University

An "Administrative Workshop on Planning and Management Techniques" was held for GAINESVILLE JUNIOR COLLEGE in Gainesville on November 15. The outside consultant for the workshop was:

Bill Hitt, Director
Battelle Center for Improved Education
Columbus, Ohio

On November 11, the Institute held a workshop for Summer Scholars at FORT VALLEY STATE in Fort Valley. The workshop dealt with "Classroom Structures That Encourage Student Participation." Outside consultants for this workshop were:

Melvin Smith
Coordinator of General Studies
Norfolk State College

Ted Miller
Associate Professor of Counseling and
Human Development Services
University of Georgia

SUMMER SCHOLAR SEMINAR (JOSEPH C. HAMMOCK)

Under Title III funds a seminar on interdiciplinary academic programs was provided for faculty in developing colleges who were awarded Title III Summer Fellowships. The seminar was held on November 18 at the Georgia Center for Continuing Education and was attended by participants from six two-year and four-year colleges in Georgia and South Carolina. The program participants and their topics were as follows:

Susette M. Talarico, Co-Director
Criminal Justice Program
University of Georgia
"Criminal Justice"

Harold Smalley, Director
Health Systems Research Center
Georgia Institute of Technology
"Health Systems"

John D. Burke
Assistant Vice President for Services
University of Georgia
"Community Development"

Jose B. Fernandez, Head
Department of Foreign Languages
Valdosta State College
"Foreign Language Co-Specialties"

Edward Chin, Director
Marine Extension Service
University of Georgia
"Marine Sciences"

The colleges represented at the Summer Scholar Seminar were:

Albany State
Fort Valley State
Gainesville Junior
Georgia Southwestern
Lander
Spartanburg Methodist

LAW CONFERENCE (PARKER YOUNG)

The Institute, in cooperation with the Georgia Center for Continuing Education, sponsored on June 30-July 1, an annual conference on "Higher Education and the Law." The purpose of the conference was to present and discuss judicial decisions and trends and their implications for and applications to the posture of academic decision making. This conference was attended by approximately 170 persons representing 110 institutions:

Location	Number of Institutions	Number of Individuals
Georgia	27	54
Adjacent States	29	52
Other Southern States	28	35
States Outside the South	26	29
Totals	110	170

Outside speakers for the law conference were:

Judith A. Brechner
Associate University Attorney
University of Florida

Patricia A. Hollander
General Counsel
American Association of
University Administrators

Beverly E. Ledbetter
Legal Counsel
University of Oklahoma

Ed Davis Noble, Jr.
Assistant Attorney General
State of Mississippi

Richard Thigpen
Executive Vice President
University of Alabama

FACULTY DEVELOPMENT IN GEORGIA

Other public service activities include the Faculty Development in Georgia program whereby 11 faculty members of Georgia colleges were granted assistantships to pursue full-time graduate work at the University of Georgia. Participants are required to attend a weekly seminar in higher

education conducted by the IHE staff. Participants for 1977-1978 were:

Stan Carpenter
Counseling
Oglethorpe University

James Dawson
Child & Family Development
Floyd Junior College

Jane England
History
Reinhardt Junior College

Daniel V. Hagan
Entomology
Brunswick Junior College

Malcolm Herndon
Statistics
Emmanuel College

Lillie Butler Jugurtha
English
Augusta College

Janie Little
Sociology
Atlanta Junior College

Johnnie A. Mapp
Business Administration
Paine College

Tom Nunnally
English
Gainesville Junior College

Louise Rice
Reading Education
Paine College

David Whiteis
Higher Education
Savannah State University

HISTORY OF HIGHER EDUCATION IN GEORGIA (THOMAS G. DYER)

This Institute project involves the research and writing of a comprehensive book-length history of higher education in Georgia, the first such study for any Southern state. Research has been conducted in numerous archives throughout Georgia, the Southeast and in Washington, D.C. in an effort to understand and explain within broad historical contexts the complexities of the evolution of the state's public and private institutions of higher learning. The study draws upon a variety of primary sources including a number of important individual manuscript collections and institutional

records as well as such conventional sources as newspapers, magazines and ephemeral literature.

PUBLICATIONS AND RESEARCH

Fincher, Cameron. "Standardized Tests, Group Differences, and Public Policy." COLLEGE BOARD REVIEW, 1977, 103, 19-31.

_____ "Higher Education as a Field of Study." In Asa G. Knowles (Editor-in-Chief), INTERNATIONAL ENCYCLOPEDIA OF HIGHER EDUCATION. San Francisco: Jossey-Bass, 1977.

_____ "Masters in the Traditional Mold." A Review of THE IMMORTAL PROFESSION by Gilbert Highet and THE CRAFT OF TEACHING by Kenneth Eble. AV COMMUNICATIONS REVIEW, 1977, 25, 195-198.

_____ "What Research Says About Learning." NACTA JOURNAL, 1977, 21 (4), 18-23.

_____ "Zero-Based Budgeting: The Georgia Experience." In Carl R. Adams (Ed.) IMPROVING THE PROCESS OF ADMINISTRATION IN HIGHER EDUCATION. Proceedings of the Academic Administration Workshop held at the Ninth Annual Conference of the American Institute for Decision Sciences, 1977, 94-101.

_____ "On the Packaging of Faculty Evaluation." In Henry W. Nash and Donald P. Robin (Eds.) PROCEEDINGS OF THE 1977 CONFERENCE OF THE SOUTHERN MARKETING ASSOCIATION, 1977, 213-216.

_____ "The Future of Institutional Allocations." In Galen N. Drewry & Curtis P. Sellers (Eds.) ALLOCATING FINANCIAL RESOURCES TO HIGHER EDUCATION. Proceedings of an Invitational Conference on Financing Higher Education, 1978.

_____ "What is Learning?" ENGINEERING EDUCATION, 1978, 68, 420-423.

_____ "Transfer from the Junior College." BEYOND JUNIOR COLLEGE: A HANDBOOK FOR JUNIOR COLLEGE SOPHOMORES. Georgia Association of Junior Colleges, 1978.

_____ "Learning to Learn." IHE NEWSLETTER, Institute of Higher Education, University of Georgia, March 1978.

_____ "On the Predictable Crises of Institutional Research." RESEARCH IN HIGHER EDUCATION, 1978, 8, 93-96.

_____ "Institutional Research as Organizational Intelligence." RESEARCH IN HIGHER EDUCATION, 1978, 8, 189-192.

_____ "The Multiple Uses of Multiple Correlation." RESEARCH IN HIGHER EDUCATION, 1978, 8, 373-376.

_____ "Policy Research and Analysis: The Choice of Models." In Robert H. Fenske (Ed.) RESEARCH AND PLANNING FOR HIGHER EDUCATION. Proceedings of the 17th Annual Forum of the Association for Institutional Research. Tallahassee: AIR, 1978.

_____ "The Lust for Efficiency: A Downhome Story of the Implications of Zero-Based Budgeting." In Robert H. Fenske (Ed.) RESEARCH AND PLANNING FOR HIGHER EDUCATION. Proceedings of the 17th Annual Forum of the Association for Institutional Research. Tallahassee: AIR, 1978.

_____ "Career Options and Program Changes in Graduate Education." In THE CLOSING SYSTEM OF ACADEMIC EMPLOYMENT. One of a Series of Papers Commissioned for the 30th Annual Meeting of the Southern Regional Education Board. Atlanta: SREB, 1978.

_____ "Program Monitoring in Higher Education." In Donald L. Grant (Issue Editor) PERIODIC MONITORING OF PROGRAMS. New Directions in Program Evaluation Series. San Francisco: Jossey-Bass (in press).

_____ "The Logical and Strategical Importance of Criteria for Institutional Goals." In Robert H. Fenske (Issue Editor) GOALS-ORIENTED INSTITUTIONAL RESEARCH. New Directions in Institutional Research Series. San Francisco: Jossey-Bass (in press).

_____ "Review of POLICY MAKING AND EFFECTIVE LEADERSHIP by J. Victor Baldridge, David V. Curtis, George Ecker, and Gary L. Riley." JOURNAL OF HIGHER EDUCATION (in press).

(Papers Presented at Professional Meetings)

Fincher, Cameron. "Differential Rationality and Personal Development." Workshop on Conceptual and Administrative Leadership in Student Personnel. Ohio State University, July 24, 1977.

_____ "Economic and Sociological Studies of Educational Effects." CEEB Institute on College Entrance, Student Financial Assistance, and Academic Placement. University of North Carolina at Chapel Hill, August 1, 1977.

_____ "Admissions Policies and Educational Standards." National Forum of the College Entrance Examination Board. San Francisco, October 24, 1977.

_____ "The Teaching-Learning Process and the Need for Innovation." Inter-American University Conference on Innovations in Teaching at the University Level. San Juan, Puerto Rico, October 29, 1977.

_____ "Faculty Evaluation and Its Administrative Uses." Annual Meeting of SREB Council on Collegiate Education for Nursing. Atlanta, March 30, 1978.

Young, D. Parker (with Donald D. Gehring). THE COLLEGE STUDENT AND THE COURTS. Basic Case Book, Revised Edition. Asheville: College Administration Publications, Inc., 1977.

Young, D. Parker. THE YEARBOOK OF HIGHER EDUCATION LAW 1977. Topeka: National Organization on Legal Problems of Education, 1977.

_____ "Affirmative Action in Higher Education." In CURRENT LEGAL ISSUES IN EDUCATION. Topeka: National Organization on Legal Problems of Education, 1977.

_____ "Influence of Court Decisions on Academic Administration." In Byron R. Cole (Ed.) SUMMER SEMINAR ON ACADEMIC ADMINISTRATION: PROCEEDINGS. Texas A & M University, 1977.

_____ (Ed.) HIGHER EDUCATION, THE LAW AND ADMINISTRATIVE RESPONSIBILITIES. Institute of Higher Education and Georgia Center for Continuing Education, University of Georgia, 1978.

_____ "The Registrar, the Admissions Officer and Academic Consumerism." COLLEGE AND UNIVERSITY, 1978, 53, 153-163.

_____ "Current Student Issues." In D. P. Young (Ed.) HIGHER EDUCATION: THE LAW AND ADMINISTRATIVE RESPONSIBILITIES. Institute of Higher Education and Georgia Center for Continuing Education, University of Georgia, 1978.

_____ "Briefs with Commentary." THE COLLEGE STUDENT AND THE COURTS. 1977: 4(3), 239-250; 4(4), 251-262; 5(1), 263-274. 1978: 5(2), 275-285.

_____ "Briefs with Commentary." THE SCHOOL STUDENT AND THE COURTS. 1977: 3(2), 139-152; 3(3), 153-166; 3(4), 167-180. 1978: 4(1), 181-192.

_____ "Review and Analysis." SCHOOL LAW REPORTER. 1977: 18(2), 1-12; 18(3), 1-19; 18(4), 1-22; 18(5), 1-17; 18(6), 1-17. 1978: 19(1), 1-22.

(Papers and Major Speeches Presented at Professional Meetings)

_____ "Influence of Court Decisions on Academic Administrations." Summer Seminar of Academic Administration. Texas A & M University, July 1977.

_____ "The Registrar and the Law." Carolinas Association of Collegiate Registrars and Admissions Officers Summer Meeting. Charleston, South Carolina, July 1977.

_____ "Legal Concerns of College and University Housing Officers." Annual Conference of Association of College and University Housing Officers. Lexington, Kentucky, July 1977.

_____ "Legal Responsibilities of Academic Affairs Administrators." Academic Affairs Administrators Southeast Region Annual Conference. University of Alabama, September 1977.

_____ "Alleged Reverse Discrimination in Higher Education." Fourth Annual National Conference on Student Legal Rights. Kansas City, Missouri, October 1977.

_____ "Rights, Responsibilities, and Liabilities of Academic Affairs Administrators." Academic Affairs Administrators Midwest Region Annual Conference. Michigan State University, October 1977.

_____ (Keynote Address) "Legal Rights and Responsibilities of the Mean Dean." Mean Deans Annual Conference. Rensselaer Polytechnic Institute, Troy, New York, November 1977.

_____ "Legal Liability of the College and University Administrator." Mean Deans Annual Conference. Rensselaer Polytechnic Institute, Troy, New York, November 1977.

_____ (Keynote Address) "Student Issues in Higher Education." National Organization on Legal Problems of Education Seminar. New Orleans, Louisiana, January 1978.

_____ "The Legal Aspects of Academic Affairs in Higher Education." National Organization on Legal Problems of Education Seminar. New Orleans, Louisiana, January 1978.

_____ "The Courts and Academic Affairs." South Carolina Association of Academic Vice Presidents and Deans in Private Colleges and Universities. Columbia, South Carolina, February 1978.

_____ "The Graduate School and the Law." Midwestern Association of Graduate Schools Annual Meeting. Chicago, Illinois, April 1978.

Feltner, Bill D. EDUCATIONAL ADMINISTRATION ABSTRACTS. 1977, 12(1): Eighteen abstracts of professional journal articles dealing with lifelong learning, affirmative action, personnel management, training, and other subjects relevant to administration.

_____ EDUCATIONAL ADMINISTRATION ABSTRACTS. 1977, 12(2): Fifteen Abstracts of professional journal articles dealing with language arts, manpower planning, employee relations, personnel management, training, and other subjects relevant to administration.

_____ EDUCATIONAL ADMINISTRATION ABSTRACTS (in press). 1978: 12(3): Sixteen abstracts of professional journal articles dealing with personnel and management problems, civil rights, organizational development, manpower planning, and other subjects relevant to administration.

Dyer, Thomas G. THEODORE ROOSEVELT AND THE IDEA OF RACE. Baton Rouge: Louisiana State University Press (in press).

_____ "Institutional Research and the Institutional History." RESEARCH IN HIGHER EDUCATION, 1978, 8, 283-286.

_____ "The Klan on Campus: C. Lewis Fowler and Lanier University." SOUTH ATLANTIC QUARTERLY, Autumn 1978 (in press).

_____ "Emory University." ENCYCLOPEDIA OF SOUTHERN HISTORY. Baton Rouge: L.S.U. Press (in press).

_____ "Lanier University." ENCYCLOPEDIA OF SOUTHERN HISTORY. Baton Rouge: L.S.U. Press (in press).

_____ "Jennie Akehurst Lines, Teacher." In F. N. Boney (Ed.) ANTE-BELLUM GEORGIANS. (Forthcoming).

(Paper to be Presented)

_____ "Environmental Protection or Economic Progress: Georgia and the Tennessee Copper Companies, 1903-1975." Organization of American Historians, New Orleans, 1979.

(Book-length manuscripts in preparation)

_____ THE HIGHER LEARNING IN GEORGIA, 1760-1970.

_____ DEAR JENNIE: THE DIARIES AND LETTERS OF A GEORGIA TEACHER, 1850-1885.

_____ SUMMER AND SMOKE: GEORGIA VERSUS THE TENNESSEE COPPER COMPANIES.